



STRATEGY DOCUMENT

Service Area: Housing Operations – Housing Management

Document Ref No: GRSTRHM01

Subject Title: Area Management Strategy

Version: 4

Date of Issue: 01/10/2011

Last Review Date: 24/10/2023

Next Review Date: 01/02/2026

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Introduction

Progress Housing Group (The Group) is committed to putting customers at the heart of everything we do. We work in partnership with customers to develop and enhance the customer experience and use insight to influence our decision making. This strategy focuses on bringing government and regulatory initiatives together to influence how we work within our neighbourhoods.

Background

The three main initiatives we will consider are:

The Regulator of Social Housing, (within the Regulatory Framework for Social Housing 2012) under the Neighbourhood and Community Standard expect active neighbourhood management, local area cooperation and joint working approach to antisocial behaviour.

The National Housing Federations Together with Tenants Charter 2021, is a sector-wide initiative focused on strengthening the relationship between residents and housing association landlords.

The National Housing Federation's The Better Social Housing Review 2022, has provided recommendations to refocus housing providers on their core purpose and ensure that they deliver against it. One of the seven recommendations includes a requirement for housing associations to develop a proactive community presence through community hubs to foster greater multi-agency working.

Policy Statement

This document sets out the formal approach of the Group in managing the local areas and communities in which we work. We aim to ensure that our homes are in communities where people feel safe, happy and involved. This strategy helps us to understand our customers and monitor our actions.

Definitions

- Customer Promises - these will replace our Group Service Standards which we report annually to tenants and Board. They have been co-designed by our Tenants Voice. Going forward, work will be undertaken to raise awareness of the promises. We will develop detailed action plans, based on tenants' feedback to demonstrate that we are listening with the strapline 'you said - we did' to achieve service improvements.
- Group – refers to all general needs, interim, leasehold, independent living, shared owners and RWP (supported living) throughout this document.
- Customer – refers to all customers of the Group living in our general needs, independent living, shared ownership, supported living, leasehold or interim properties. RWP currently has a separate tenant involvement strategy in place.

Strategic Priorities

The critical objectives of this strategy are:

1. To provide a framework in which the delivery of services to an area is managed (Regulatory framework).
2. To provide information to customers about our role in delivering services in their area. (Regulatory framework)
3. To develop a proactive local community presence (Better social housing)

4. To promote ways in which customers can become involved in their local areas and be involved in decision making. (Better social housing)
5. To improve communication so that customers receive clear, accessible, and timely information on issues that matter to them. (Together with Tenants)

Our Properties

As of the end of February 2023, The Group has stock made up of:

General needs: 5180
Independent Living: 1213
Leasehold: 199
Shared ownership: 266
Interim (homeless accommodation): 35
RWP: 4284 (rental streams)
Others (market rent, refuge etc.) 73

The majority of our properties (excluding RWP) originate from the stock transfers of South Ribble and Fylde Borough Councils, so our main areas of operation are within Lancashire. Our development strategy includes house building within the outer regions in South Lakes, Yorkshire, Manchester and Liverpool which raises challenges in terms of how we manage our places. Initially, we will establish a good working practice within our main areas of operation where we can make the most impact so that there is a tried and tested framework to work to in new areas.

RWP stock is spread widely across the UK and is commissioned by a local authority or health body. The accommodation is developed to meet the needs of adults with a learning disability, autism/and or long-term mental health need. The accommodation in most cases is not grouped in an estate or neighbourhood model but is dispersed. The RWP team do work in partnership with local councils, support providers and health bodies to ensure tenants receive the support they need to remain independent in their own homes. Each tenant has a housing officer who visits them at least twice per year. RWP also has its own Tenant Engagement Strategy which promotes tenant involvement across the country.

The Group carry out our STAR (Survey of Tenants and Residents) every year to gather insight and views from our customers. The survey provides us with excellent information on customer satisfaction which is broken down by area to provide us with a greater understanding of the key issues within our areas.

The results from the Tenants Satisfaction Metrics survey can be combined with other information such as:

- Internal Performance Reports
- Customer Satisfaction Surveys
- Local Residents Groups and Forums
- Customer Insight
- External Agencies (such as the police and local authority)
- Active asset management data

Estate Analysis Data

The Area Teams use all of this information to influence the areas where we conduct Community Chats. The Community Chat initiative has been developed to achieve the following;

- Raise the profile of Area Teams.
- Find out what people living in the community think about the area; the positives and the negatives.
- Demonstrate that tenants can influence the Area Improvement Plan by telling us what they think.
- Provide an opportunity for the Senior Leadership Team (SLT) members and non-executive members to engage directly with customers in their communities and gain a greater insight into the local issues.
- An example of our Board and SLT's commitment to putting customers at the heart of everything we do.
- Enhance credibility with our customers.
- Link to the 'You said – We did' approach to feedback.

The Area Teams are now embedding a new 'Walkabout Model' that will allow more tenant and partnership involvement. This will operate a flexible RAG-rated system which will enable Area Teams to flex their resources based on the local area at that point in time. The new model will:

- Be advertised so all tenants know where to meet and when.
- Create an opportunity to include wider stakeholders in the area, i.e. police/local authority services/councilors.
- Provide Area Teams with the ability to focus on improving the overall estate and their visibility within it.
- Information identified will link to Area Improvement Plans, and a 'You Said – We Did' feedback approach.

Delivering our Priorities

To provide a framework in which the delivery of services to an area is managed.

There are many ways in which we engage services in the local communities and areas in which we work. These include local residents' groups, Progress Involvement forums and house meetings at Independent Living schemes.

Our RWP Housing Officers work closely with support providers and commissioners throughout over 160 local authority areas, fostering positive relationships to ensure people are supported to live independently in their homes and neighbourhood.

Neighbourhood Caretaker/Handyperson

A neighbourhood caretaking service is provided to the majority of customers. This service has aimed to provide a highly visible, patrolling and reporting, area-wide caretaking service with a focus on areas of greatest need however this service is currently being reviewed with the involvement of our engaged tenants. The handyperson service covers our independent living schemes only. It provides additional support with tasks such as putting up curtain poles, fixing shelves, etc., the little jobs that make life that little bit easier for our ageing population.

RWP also employ a small number of caretakers at large flat schemes to support the effective management of the building and to help tenants with minor works.

Grounds Maintenance

The Group has a framework for the delivery of grounds maintenance across our areas of green space. This delivery is paid for through a customer service charge. Any reports or issues raised are managed and monitored so that the service provided meets the expectations of our customers.

RWP employ several gardening contractors and employ a dedicated contract manager to ensure services are delivered in line with customer expectations.

Customer Promises

Through working closely with involved tenants the Group has developed three customer promises which are;

- **Our Home Promise – we promise to keep your homes well-maintained and safe.**
- We will use the measures below to monitor the performance of this promise
- % of homes not meeting the decent homes standard (RP01)
- % of gas safety checks completed (BS01)
- % of fire safety checks completed (BS02)
- % of investment in existing homes (VFM metric 1)
- Average EPC rating
- % of satisfaction that the home is well maintained (TP04)
- % of satisfaction that the home is safe (TP05)

- **Our Communities/neighbourhoods promise – we promise to work with you and other agencies, to keep you are your community/neighbourhood safe and well maintained**
- We will use the measures below to monitor the performance of this promise
- % of reinvestment in new properties and existing stock
- Number of anti-social behaviour cases per 1,000 homes
- % of satisfaction that PHG make a positive contribution to neighbourhoods
- % of satisfaction that communal areas are kept clean and well maintained
- % of satisfaction with the approach to handling anti-social behaviour

- **Our Culture promise – we promise to be respectful and supportive at all times and involve you in improving services.**

- **We will use the measures below to monitor the performance of this promise**
- Number of people supported via Progress Futures
- Number of complaints per 1,000 homes
- % who agree they are treated fairly and with respect
- % of satisfaction that your views are listened to and acted upon
- % of satisfaction that you are kept informed about things that matter to you

What will we do?

- Publish and monitor our Customer Promises
- Expand the Community Chat initiative
- Embed a new Walkabout Model

1. To provide information to customers about our role in delivering services in

their area, the following actions will be carried out:

- The tenant satisfaction measure will be published from March 2024 and be shared annually, the measures include;
 - keeping properties in good repair
 - maintaining building safety
 - effective complaints handling
 - respectful and helpful tenant engagement
 - responsible neighbourhood managementAccess to the report data will be shared via the website, tenant forums and newsletter.
 - Customer Promises will be reported to Tenants Forum quarterly prior to being sent to board, and shared with Progress Homes and RWP management teams. The results will be shared via the website, and newsletter.
2. **To work with and assist other agencies and local authorities in achieving their objectives**

Throughout the areas where we have housing, there are many different agencies all working to achieve their objectives. In some cases, these objectives can mirror our own in providing a community in which people want to live. A joined-up approach to achieving these objectives is always favourable. This demonstrates that with good communication, engagement and liaison with relevant partners, it is possible to deliver visible improvements for local people in areas such as anti-social behaviour and domestic violence

Detailed below are examples of where we currently work in partnership with other agencies:

Community Safety Partnership

The purpose of these partnership meetings is to take a joint approach to reduce crime and antisocial behaviour in communities. This involves sharing statistical information to identify areas to focus resources on as well as being a decision maker in identifying local priorities.

Multi-Agency Risk Assessment Conference (MARAC)

This is a meeting where agencies come together to share information to help increase the safety, health and wellbeing of high risk victims of domestic abuse and their families. At the meeting, agencies will discuss the risks that a perpetrator may pose to a particular individual or the broader community. A risk management plan is then developed to help provide professional support to those at risk of harm from the perpetrator. The plan is designed to reduce the risk of harm, reduce repeat victimisation and increase support for the people involved.

Anti-Social Behaviour Risk Assessment Conference (ASBRAC)

Similar to the MARAC this meeting identifies individuals at high risk of personal harm through antisocial behaviour and will provide a multi-agency response to this.

Lancashire Fire and Rescue Service

The association works closely with LFRS by referring tenants for free home fire safety checks to reduce the number of home fires within the communities where we operate. The Group also entered into a Primary Authority Scheme (PAS) in 2018, which allows us to receive assured and tailored advice on all the latest fire safety guidance and regulations.

RP (Registered Provider) Partnership meetings

Meetings are held regularly to discuss operational matters within the relevant borough. Where we are a preferred development partner we will always attend these meetings. This enables us to influence the development agenda and influence place design.

Homelessness Partnership

Partnership working occurs in different ways in the boroughs where we operate. Regular meetings are held to address homeless issues and to try and create sustainable communities.

Working with health and local authority commissioners and support providers

RWP work closely with a range of commissioners and support providers to provide high quality homes to people with a learning disability, autistic adults and people with mental ill health.

The above is not an exhaustive list and is dependent on the issues and concerns in a certain area; there may be other agencies that we work closely with.

3. To promote ways in which customers can become involved in their local areas and be involved in decision making.

There are many ways in which customers can get involved in shaping our services and contributing to the areas in which they live. We welcome customers' opinions and seek consultation as much as possible on the way we deliver services. Often customers do not wish to comment on issues affecting all of the stock but want to discuss local issues. The main housing forums and groups do not offer a platform for specific local issues but in these instances, we have:

Estate Walkabouts

These are carried out in each main area and involve the visual inspection of a housing area. Customers are invited to join, along with local police and local authority representatives. These walkabouts aim to identify any issues affecting residents and to action them accordingly. All walkabouts are advertised on the website.

Resident Association Meetings/Tenant Forums

Staff aim to attend any residents association meetings held locally to understand the issues for that community. Items will be addressed jointly with advice and guidance given to help resolve these.

Community Chats

To conduct an annual program of community chats, whereby Area Teams and volunteers from around the business, door knock a community in person to gain feedback on local issues and their priorities. Creating 'You Said – we Did' leaflets updates and Area Improvement Plans.

We will continue to promote customer involvement through our website, social media, notice boards, and via letter/email where appropriate.

Conclusion

The Group welcomes the proposals to better tailor the services it provides to address local needs. This will ensure the effective use of its service provision and further meet its corporate

objectives in:

- Putting customers at the heart of the business
- Serving local communities
- Providing opportunity

Area Management Strategy Action Plan 2023/26

Strategic Priority	Action	Target Date	Desired outcomes	Specific Measures
<p>1. To provide a framework in which the delivery of services to an area or neighbourhood is managed.</p>	<p>To continue to enhance our Area Teams to improve our area team local knowledge and understanding of the area they work in.</p> <p>To use our Estate Analysis insight and Walkabout reporting to influence our service deliver</p>	<p>To be reviewed again by April 2024</p> <p>April 24</p>	<p>To have four defined areas, to enable insight data to be gathered and linked to individual area improvement plans.</p>	<p>The completion of Area Teams which highlights which areas it includes.</p> <p>A number of bids using the Environmental Improvement Budget.</p> <p>All estates to have an Area Improvement Plan, following a community chat.</p>
	<p>To launch and embed a new walkabout model</p>	<p>June 2023</p>	<p>To have a robust reporting model that ensures communal works are completed, and common themes can be highlighted for improvement.</p> <p>To regularly update the RAG rating of areas through walkabout grading, to ensure that they received the focus and attention required.</p> <p>To include partnership working when required, such as police, env. health.</p> <p>For RWP, we will look to monitor gardening services and provide information to tenants about this service.</p>	<p>To include tenants, volunteers and stakeholders in walkabouts</p> <p>To include BI reporting in AHM monthly monitoring so we can track performance and have the assurance they are being completed in line with the procedures.</p> <p>Make links to the Area Improvement Plans.</p>

	Publish standards and provide every customer with access to a copy – consideration is required as to how these can be provided as live documents or through the customer account.	Ad hoc	Every customer is to have access to a set of published standards in the most accessible way for them. These will be regularly updated when new tenders approved with details of any new improved service standard.	All standards published on our website and the best formats explored are to be accessible to all. Annual review of notices board, to ensure that all information is correct and current.
	Monitor the standards	Yearly	Internal systems can monitor every standard and provide details of performance against it	Annual performance against standards update
	Review Customer promises	Yearly	The information is reviewed quarterly to monitor objectively and performance. An annual review is reported to Executive Board, as some performance information is only availability annually.	Reviewed at HOMT

2. To provide information to customers about our role in delivering services in their area	Publish the customer promises on our website and review any other related areas that may need to be updated.	Ongoing	To ensure that customers are fully informed and the information provided is relevant and up to date.	Annual performance against Customer promises updates published
	Consider the best formats and methods of communicating the customer promises to customers with a focus on digital.	September 2023	To work closely with our Customer Voice Team and marketing to deliver this information.	Improve the accessibility for customers and a range of formats available. Regular reviews with the marketing team.
3. To develop a proactive local community presence	Identify hybrid office spaces based in the community.	October 2024	To deliver a business plan to the Group Workspace Group minimum of three local bases. Eg: South Hey, Lower Lane and Saltcoates To obtain a budget for refurbishment of new hybrid office spaces, and complete refurbishment programme. To exit Jubilee House To create a flexible hot desk environment across Fylde. To work collaboratively with other hubs in our LA areas such as South Ribble.	To gain approval for the business plan to go ahead. Record the number of events taking place in the community centers. Consult with tenants on the proposals. Create a timeline for delivery.

<p>Actively promote meetings and activities on the Group website to all customers</p>	<p>Ongoing</p>	<p>Once established, ensure a consistent approach to publicising meetings so that customers are aware via all communication channels available.</p>	<p>Increased insight from customers through attendance at meetings and events.</p>
<p>To embed our Community Chat Model so that all estates have an Area Improvement Plan</p>	<p>March 2026</p>	<p>To ensure that customer insight and views are taken into consideration and shape improvements within an area plan.</p> <p>Use the data collected to create Area Improvement Plans for all Areas.</p> <p>To consider various ways to complete the Community Chat, on green areas – such as survey monkey, and community days.</p> <p>To use the 'You said – We Did' approach to update areas following a Community Chat. Ensuring 100% of responses are received by tenants within 1 month of the Community Chat.</p> <p>To produce a summary report to HOMT on all Community Chats in place annually, inc. an overview of actions taken v outstanding.</p> <p>To create a timetable that will include all estates that link to walkabouts.</p> <p>To review and improve the process from year to year with the assistance of the PI team.</p>	<p>To link the environmental budget to specific projects that have come out of the Community Chat. The number of projects recorded per year – against the number of chats that have taken place.</p> <p>To monitor the number of chats taking place per year – with the target of all estates by the end of the strategy.</p> <p>This is based on the current Estate Analysis information of 60 Estates, with 20 taking place annually in a number of formats, over a 3 year period.</p>